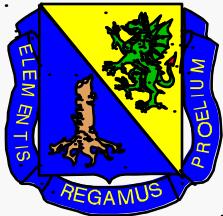


FM 22-100

ARMY LEADERSHIP

- **Overview**
 - New manual organization**
 - Changes from old manual**
- **Leader values and attributes**
 - What a leader must BE**
- **Leader skills**
 - What a leader must KNOW**
- **Leader actions**
 - What a leader must DO**
- **Summary**



THE NEW MANUAL - Chapters

- ★ Chapter 1: The Army Leadership Framework**
- ★ Chapter 2: The Leader and Leadership: What the Leader Must Be, Know, and Do**
- ★ Chapter 3: The Human Dimension**
- ★ Chapter 4: Direct Leadership Skills**
- ★ Chapter 5: Direct Leadership Actions**
- ★ Chapter 6: Organizational Leadership**
- ★ Chapter 7: Strategic Leadership**



“RENEGADES!”



THE NEW MANUAL - Appendices

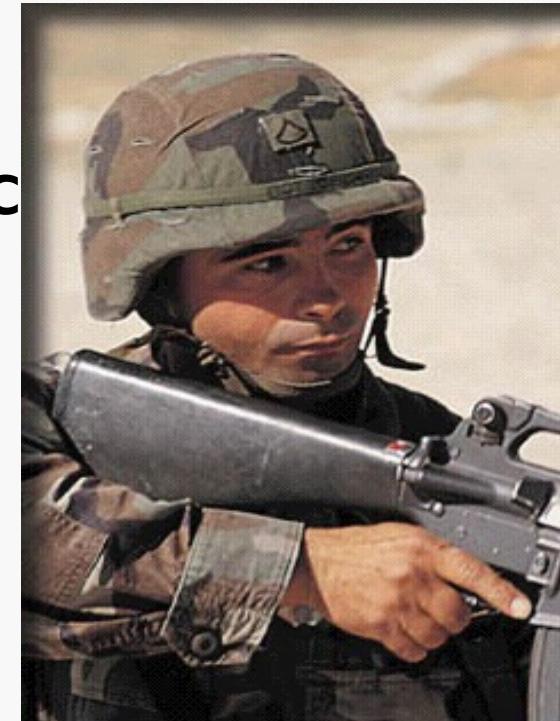
- ★ Appendix A: Roles and Relationships**
- ★ Appendix B: Performance Indicators**
- ★ Appendix C: Developmental Counseling**
- ★ Appendix D: A Leader Plan of Action and Ethical Climate Assessment Survey**
- ★ Appendix E: Character Development**
- ★ Appendix F: The Constitution of the United States**



FM 22-100 Value to the Army

FM 22-100 Provides:

- A framework to develop Officer, NC Enlisted, And DA Civilian Leaders**
- Guidelines for Self-Development**
- A process for developmental counseling**
- A Leader's Plan Of Action**
- An Ethical Climate Assessment Survey**
- An interactive web site for information exchange and feedback between leaders in the field and doctrine developers**



And .

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FM 22-100 Value to the Soldier



Explains “Be, Know, Do”



Emphasizes Setting the Example



Helps soldiers understand their profession



Helps accomplish the mission and improve the organization



Helps leaders take care of soldiers



Helps the leader develop the next generation of leaders

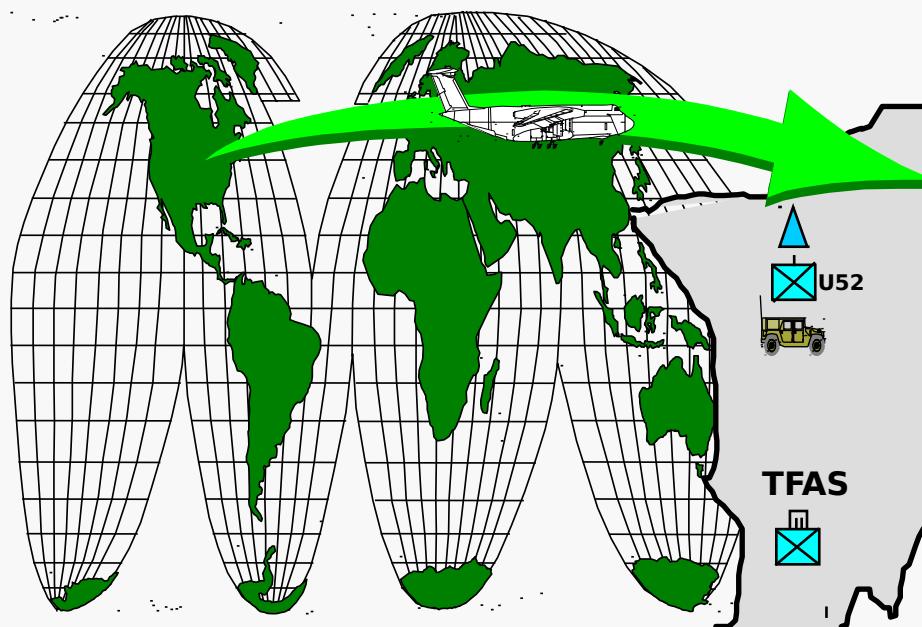


“RENEGADES!”



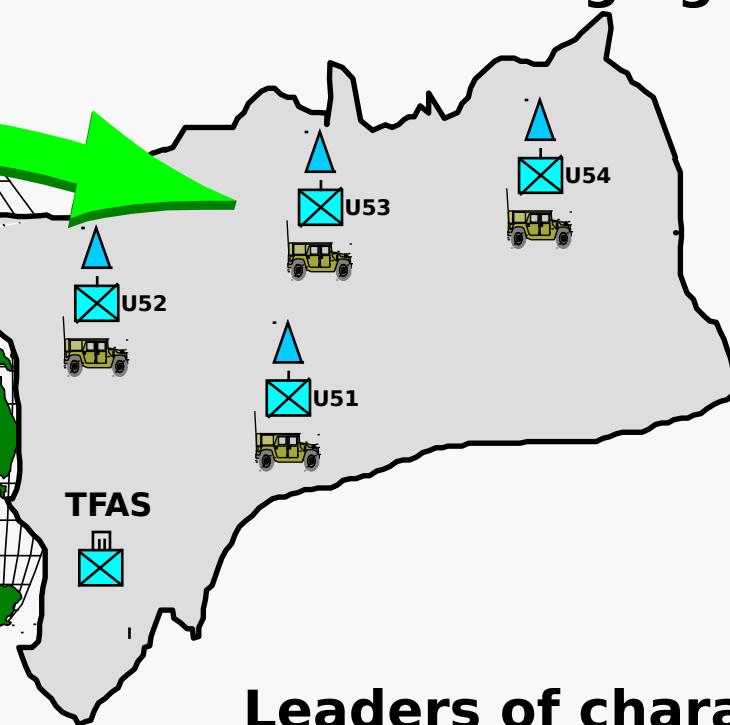
WHY THE DOCTRINE CHANGED

**The world
was changing**



**Army Leaders
able to adapt to
changing situations
and environments**

**Army missions
were changing**



**Leaders of character
and competence who
act to
achieve excellence**

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DOCTRINE EVOLUTION

1990 DOCTRINE

STRESSED COMPETENCIES

Decision-making and Communications

Planning, Supervision, and Use of Available Systems

***Soldier and Team Development
Teaching & Counseling***

“Technical & Tactical Proficiency”

FRAMEWORK

STRESSES ACTIONS

- ***INFLUENCING***
 - Decision-making
 - Communicating
 - Motivating

- ***OPERATING***
 - Planning
 - Executing
 - Assessing

- ***IMPROVING***
 - Developing
 - Building
 - Learning

“Leaders of Character & Competence Act to Achieve Excellence”

1999 DOCTRINE

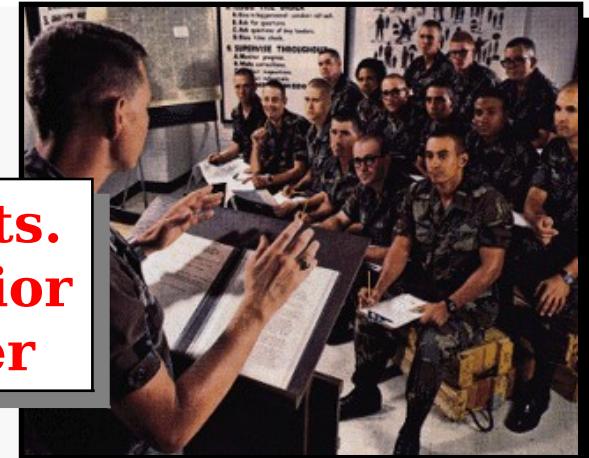
“RENEGADES!”



WHAT CHANGED

- ★ Army Values provide the foundation for leadership
- ★ Values, Attributes, Skills, and Actions form the leadership framework
- ★ Character is emphasized
- ★ Improving as well as operating is emphasized

This is a good product...Many new concepts. A lively, interesting tone that keeps the warrior ethos plainly in sight. LTG (R) W.F. Ulmer



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WHAT CHANGED (Cont)



Physical, mental, and emotional attributes established



Three Levels of Leadership : Direct, Organizational, and Strategic



Combined five manuals and one DA Pam

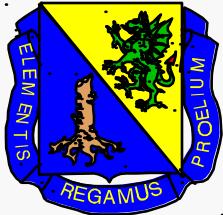


A narrative style that includes 98 historical vignettes discussing soldiers, NCOs, Civilians.

'recommend adapting this manual. Well written and focused on values. It will be of great use.'
CSM Lady, US Army Armor Center and School



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WHAT CHANGED (Cont)

- ★ **Describes leader roles, relationships, and performance indicators.**
- ★ **Provides developmental counseling guidance**
- ★ **Details Character Development, Ethical Climate Assessment Survey, and Leader Plan Of Action.**
- ★ **Includes The Constitution of the United States**

A truly integrated, quality product. The manual will provide a valuable resource for leaders at all levels in the Army.

GEN Eric Shinseki Vice Chief of Staff



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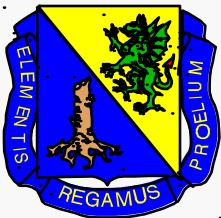
LEADERSHIP FRAMEWORK AS OUTLINED IN FM 22-100

LEADERS OF CHARACTER AND COMPETENCE			ACTS TO ACHIEVE EXCELLENCE BY PROVIDING PURPOSE, DIRECTION, AND MOTIVATION		
VALUES "BE"	ATTRIBUTES "BE"	SKILLS "KNOW"	ACTIONS "DO"		
LOYALTY	MENTAL	INTER-PERSONAL	INFLUENCING	OPERATING	IMPROVING
DUTY	PHYSICAL	CONCEPTUAL	COMMUNI-CATING	PLANNING	DEVELOPING
RESPECT	EMOTIONAL	TECHNICAL	DECISION-MAKING	EXECUTING	BUILDING
SELFLESS SERVICE		TACTICAL	MOTIVATING	ASSESSING	LEARNING
HONOR					
INTEGRITY					
PERSONAL COURAGE					

New OER &
Leadership Manual
In-Synch

23 DIMENSIONS

"RENEGADES!"



ARMY VALUES CROSSWALK

1990 DOCTRINE FM 22-100 (JULY)

ARMY ETHIC

- Loyalty
- Duty
- Selfless Service
- Integrity

INDIVIDUAL VALUES

- Competence
- Commitment
- Candor
- Courage

1994 DOCTRINE FM 100-1 (JUN)

THE ARMY ETHOS

- Loyalty
- Duty
- Selfless Service
- Integrity

CORE QUALITIES

- Commitment
- Competence
- Candor
- Compassion
- Courage

1999 DOCTRINE FM 22-100 (AUG)

ARMY VALUES

- Loyalty
- Duty
- **Respect**
- Selfless Service
- **Honor**
- Integrity
- Personal Courage

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FM 22-100

What has remained:

- BE, KNOW, DO

What has been added:

- Emphasis on character and action

“Leaders of character and competence act to achieve excellence.”



THE LEADER

of Character and Competence Acts...



to Achieve Excellence

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

Mental
Physical
Emotional

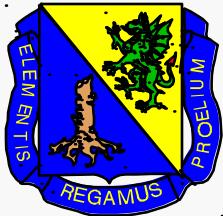
Interpersonal
Conceptual
Technical
Tactical

Influencing
• Communicating
• Decision Making
• Motivating

Operating
• Planning
• Executing
• Assessing

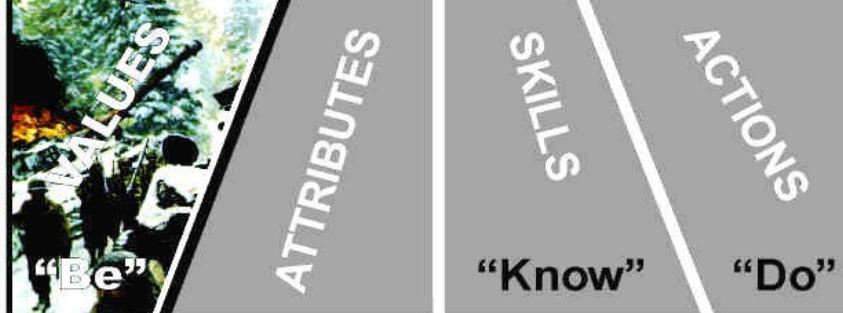
Improving
• Developing
• Building
• Learning

"RENEGADES!"



THE LEADER

of Character and Competence Acts...



to Achieve **Excellence**

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

Mental
Physical
Emotional

Interpersonal
Conceptual
Technical
Tactical

Influencing

- Communicating
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Operating

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- Assessing

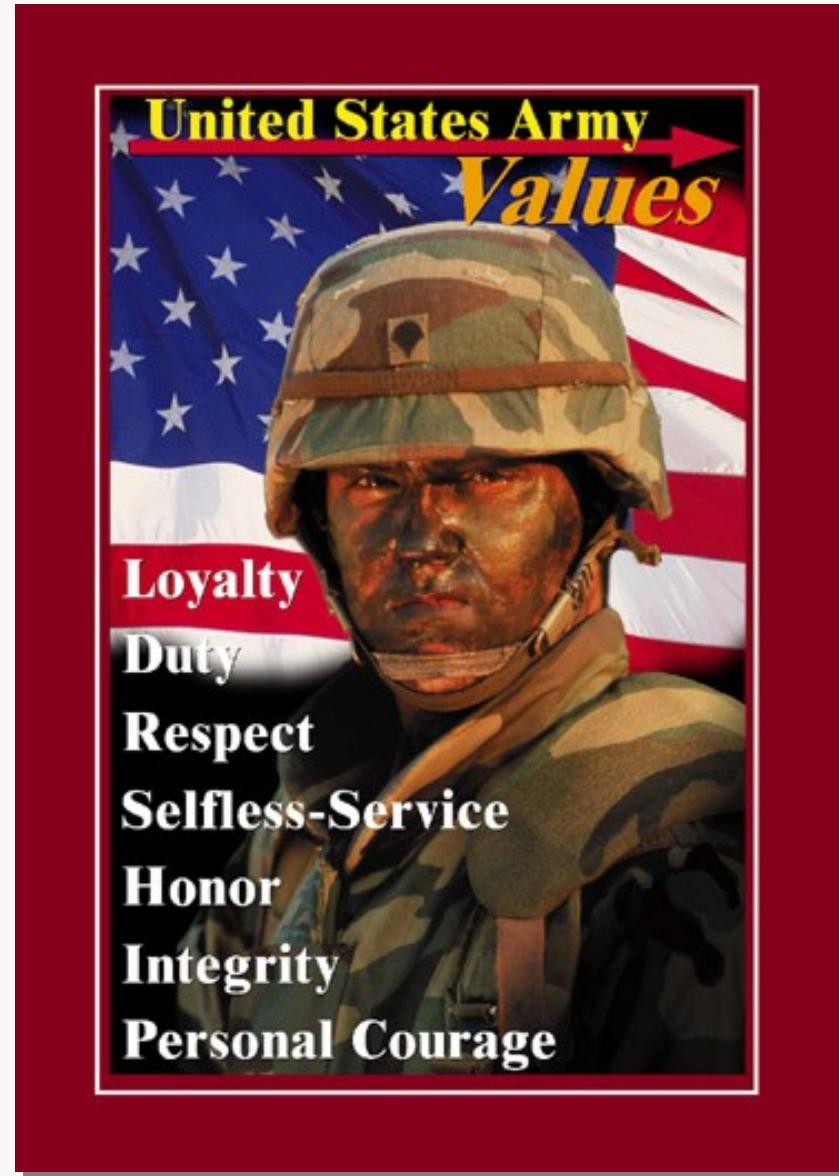
Improving

- Developing
- Building
- Learning

"RENEGADES!"



ARMY VALUES



"RENEGADES!"



THE LEADER

of Character and Competence Acts...

VALUES

“Be”



ATTRIBUTES

“Know”

SKILLS

ACTIONS

“Do”

to Achieve Excellence

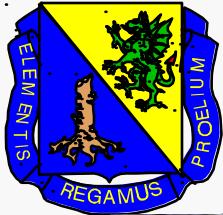
Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

Mental
Physical
Emotional

Interpersonal
Conceptual
Technical
Tactical

Influencing
Operating
Improving

“RENEGADES!”



MENTAL

“RENEGADES”



P
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“RENEGADES”



EMOTIONAL

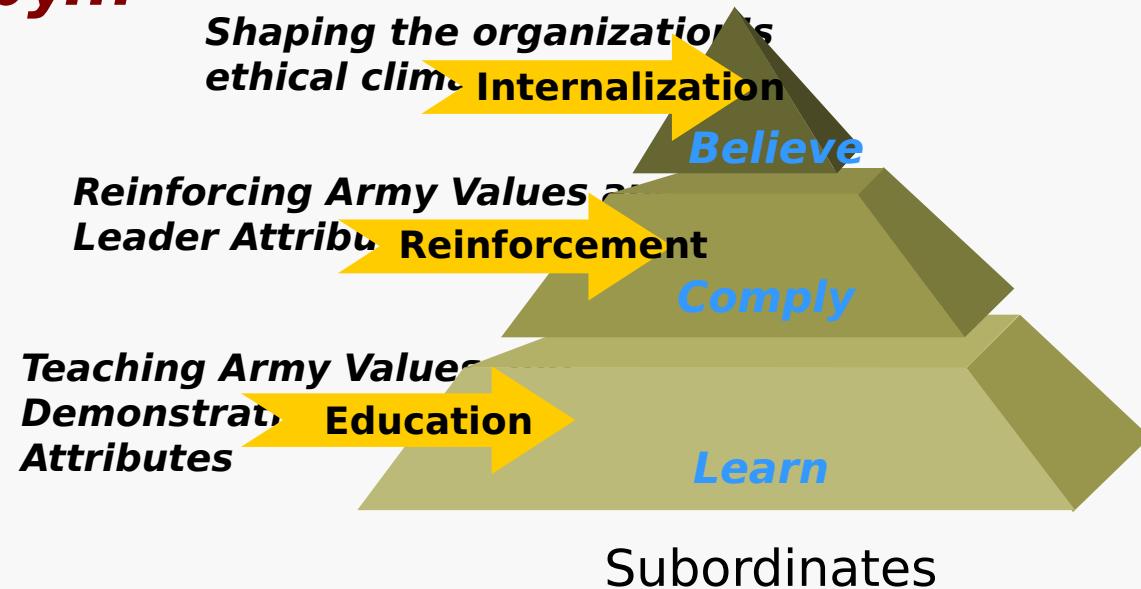


"RENEGADES!"



Character Development

**Leaders Develop
Character by...**



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“The KNOW of the Be, Know, Do”

Interpersonal Technical

KNOW



Conceptual

Tactical

“RENEGADES!”



Direct Leadership Skills

- *“Never get so caught up in cutting wood that you forget to sharpen your ax.”*
1SG James J. Karolchyk, 1986
- Direct Leadership skills focus on people...not things. (People Skills)
- Direct leadership skills are practiced by all leaders, in every job or location, everyday.



Interpersonal Skills

- **Communicating**
 - One way versus Two way
 - Active Listening
 - Nonverbal Communication
- **Supervising**
 - Assign mission, allow execution, then check critical areas
 - QC/QA against showstoppers but also recognize successes
- **Counseling**
 - Subordinate centered
 - Plan-Action-Goal Oriented
 - Imbue the Army Values into your sessions
 - Mentor to develop subordinate leaders

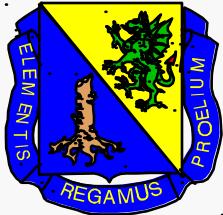
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Conceptual Skills

- **Critical Reasoning**- aids in thinking things through, solving problems and getting deep into the problem from all angles. Treating the disease instead of the symptoms.
- **Creative Thinking** - new solutions to old problems, ideas from the masses, and thinking outside the box.
- **Ethical Reasoning**-
 - intuition not always the right answer, balance with law and army values
 - apply army values, your knowledge, and experience to make a decision and then be prepared to accept the consequences/successes.
 - Define the problem
 - Know the relevant rules
 - Develop / Evaluate the COAs
 - Choose the COA that best reflects the Army Values
- **Reflective Thinking**
 - leaders must be open to feedback then listen and use that feedback
 - take time to think and reflect on performance, mistakes are okay

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Technical Skills

- Knowing Equipment
 - weapons, systems at all levels
 - TMs, SOPs, and other vital pubs
- Operating Equipment
 - direct leaders ensure they and their subordinates know how to operate their equipment often setting the example with hands on approach



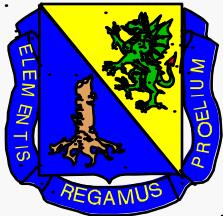
Tactical Skills

- **Doctrine**
 - essential to mastering science and art of tactics
- **Fieldcraft**
 - sustainment in the field; to include SMCT
 - few are difficult once learned, but vital nonetheless
- **Tactical Skills and Training**
 - train as you fight
 - shoot, move and communicate proficiently
 - set the example



Summary of Key Points

- Direct leader skills focus on people skills...NOT things.
- Direct Leadership is face-to-face, first line leadership occurring at **all** levels
- Direct leaders must master **interpersonal, conceptual, technical** and **tactical** skills
- Leaders apply **critical** and **creative** thinking to make COAs that best fit the Army Values
- Leaders are **technically** and **tactically** proficient knowing equipment and doctrine
- Direct leaders' competence fosters **discipline** and develops subordinates
- Create and sustain **teams** to succeed in peace and war



THE LEADER

of Character and Competence Acts...

VALUES

“Be”

ATTRIBUTES

SKILLS

“Know”

“Do”



to Achieve Excellence

Loyalty
Duty
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Mental
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Interpersonal
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Tactical

**Influencing
Operating
Improving**

“RENEGADES!”

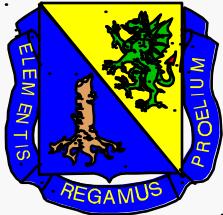


INFLUENCING

- Communicating
- Decision Making
- Motivating



“RENEGADES!”



OPERATING

- Plan/Prep
- Executing
- Assessing



“RENEGADES!”

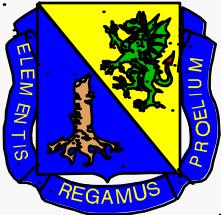


IMPROVING

- Developing
- Building
- Learning



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LEADER DEVELOPMENT

The Enduring Legacy

“The Army of tomorrow relies on the Army of today to accept the challenge and responsibility for the development of leaders for the future”



22-100 Will Help You Make the Difference

“RENEGADES!”